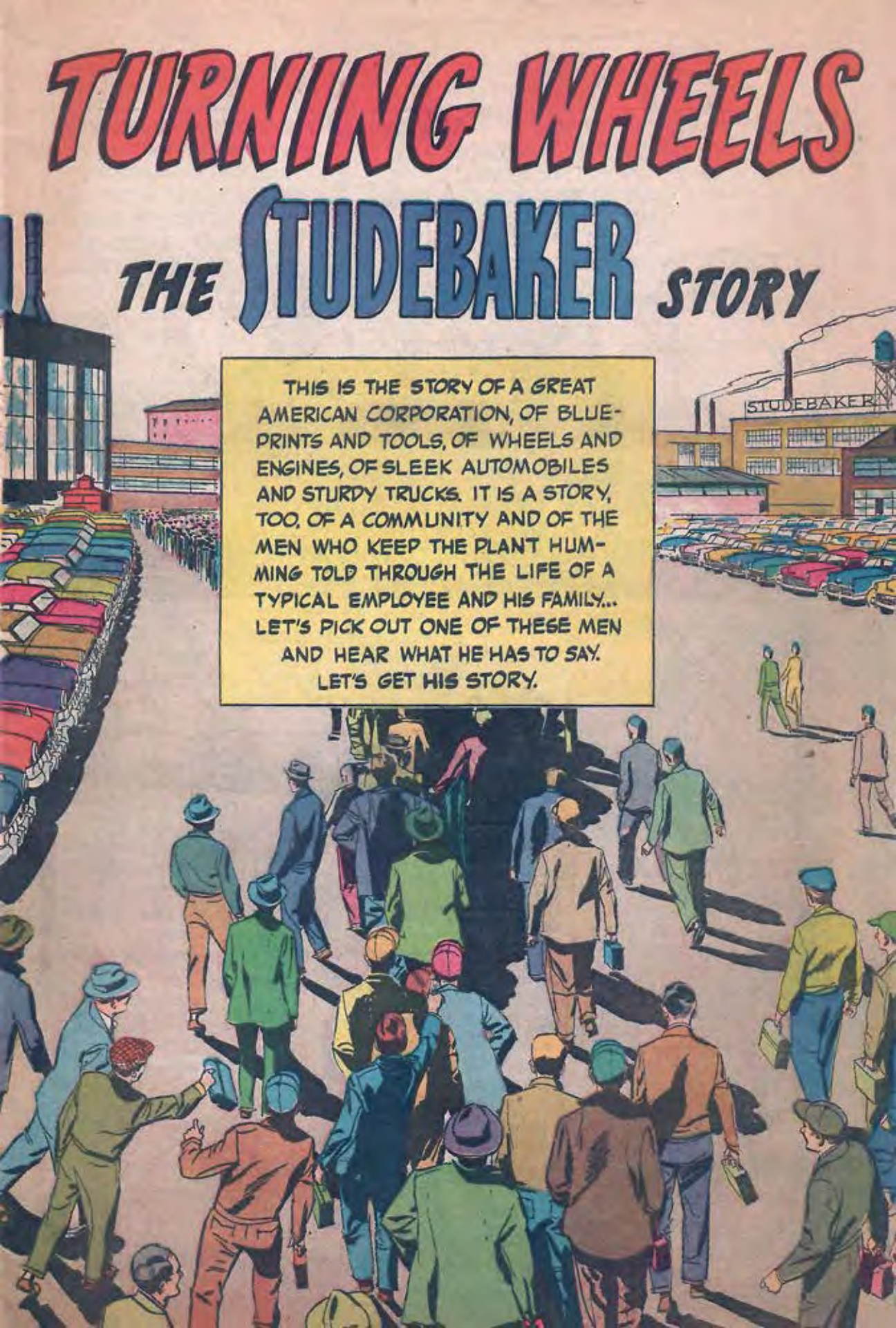
TURNING WHEELS

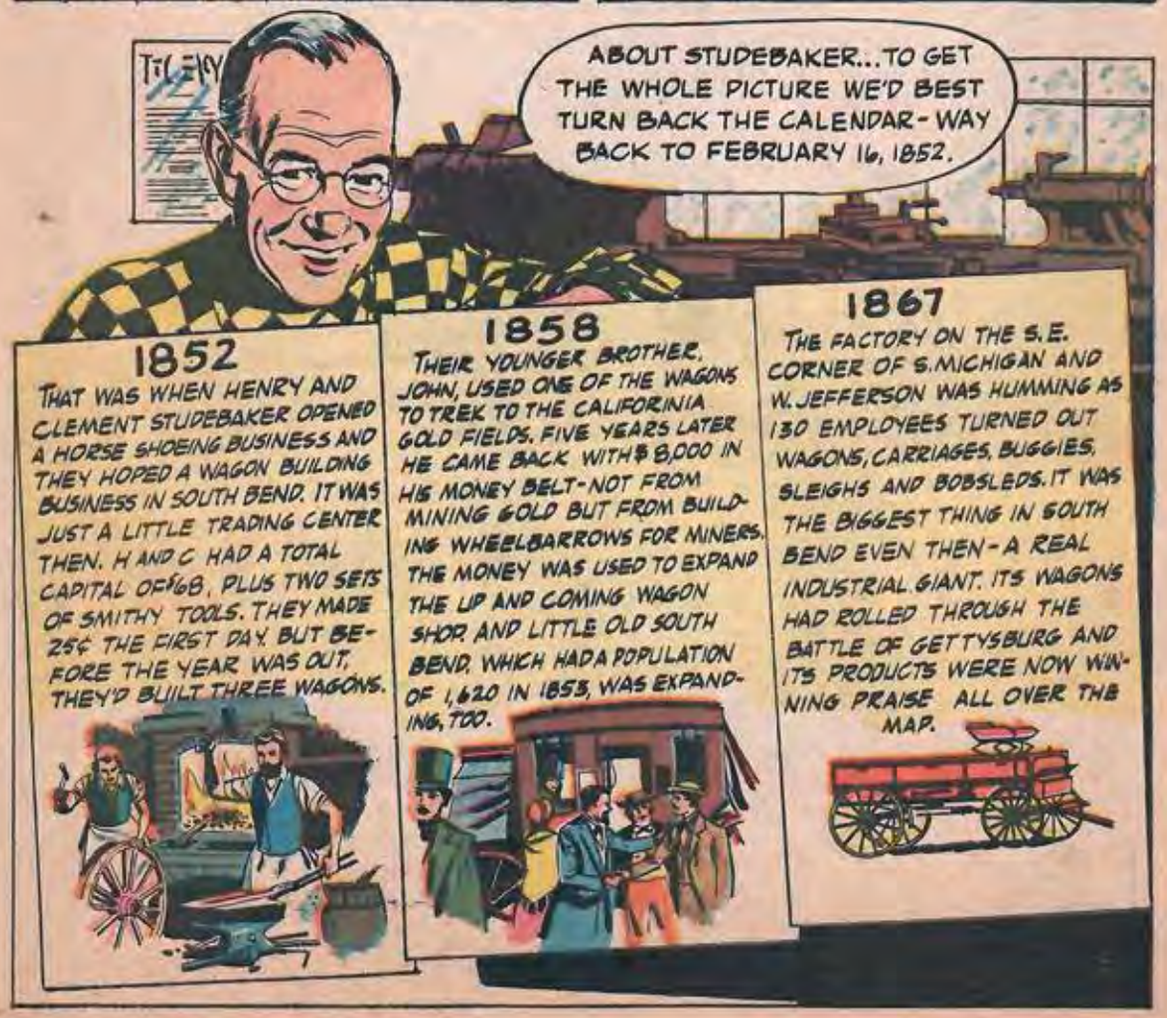
THE STUDEBAKER STORY

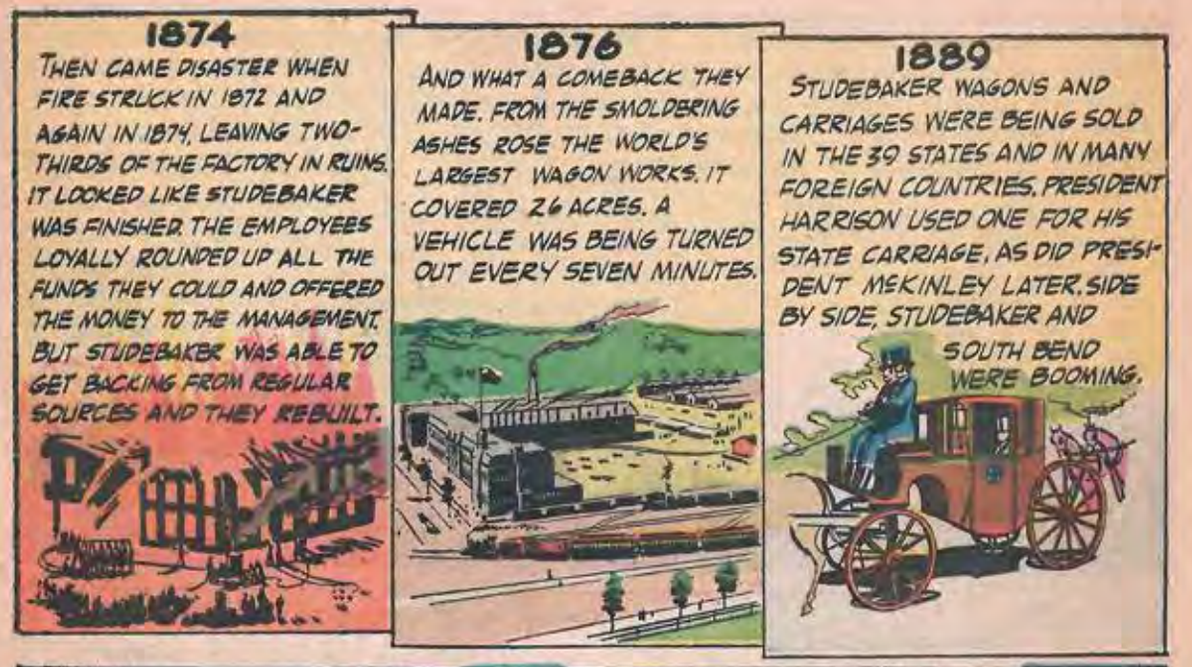


THIS IS THE STORY OF A GREAT AMERICAN CORPORATION, OF BLUE-PRINTS AND TOOLS, OF WHEELS AND ENGINES, OF SLEEK AUTOMOBILES AND STURDY TRUCKS. IT IS A STORY, TOO, OF A COMMUNITY AND OF THE MEN WHO KEEP THE PLANT HUMMING TOLD THROUGH THE LIFE OF A TYPICAL EMPLOYEE AND HIS FAMILY... LET'S PICK OUT ONE OF THESE MEN AND HEAR WHAT HE HAS TO SAY. LET'S GET HIS STORY.

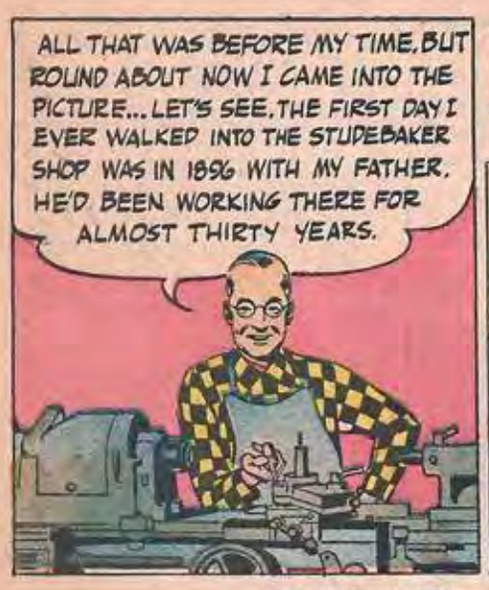
ME? YOU WANT ME TO TALK? ABOUT STUDEBAKER? SURE, GLAD TO. BUT IT'S LUCKY YOU GOT ME TODAY. TOMORROW I WON'T BE HERE. YEP, AFTER FIFTY YEARS ON THE JOB, OLD JOE POWELL IS GOING TO RETIRE.

I WOULDN'T MIND GIVING UP EXCEPT FOR... WELL, YOU SEE THERE'S ALWAYS BEEN A POWELL AT STUDEBAKER. MY FATHER BEFORE ME AND HIS FATHER BEFORE HIM. I'D HOPED TO HAVE MY SON HERE WHEN I LEFT. BUT... WELL IT JUST WASN'T IN THE CARDS.


ABOUT STUDEBAKER... TO GET THE WHOLE PICTURE WE'D BEST TURN BACK THE CALENDAR - WAY BACK TO FEBRUARY 16, 1852.
1852
THAT WAS WHEN HENRY AND CLEMENT STUDEBAKER OPENED A HORSE SHOEING BUSINESS AND THEY HOPED A WAGON BUILDING BUSINESS IN SOUTH BEND. IT WAS JUST A LITTLE TRADING CENTER THEN. H AND C HAD A TOTAL CAPITAL OF $68, PLUS TWO SETS OF SMITHY TOOLS. THEY MADE 25¢ THE FIRST DAY. BUT BEFORE THE YEAR WAS OUT, THEY'D BUILT THREE WAGONS.
1858
THEIR YOUNGER BROTHER, JOHN, USED ONE OF THE WAGONS TO TREK TO THE CALIFORNIA GOLD FIELDS. FIVE YEARS LATER HE CAME BACK WITH $8,000 IN HIS MONEY BELT - NOT FROM MINING GOLD BUT FROM BUILDING WHEELBARROWS FOR MINERS. THE MONEY WAS USED TO EXPAND THE UP AND COMING WAGON SHOP AND LITTLE OLD SOUTH BEND, WHICH HAD A POPULATION OF 1,620 IN 1853, WAS EXPANDING, TOO.
1867
THE FACTORY ON THE S.E. CORNER OF S. MICHIGAN AND W. JEFFERSON WAS HUMMING AS 130 EMPLOYEES TURNED OUT WAGONS, CARRIAGES, BUGGIES, SLEIGHS AND BOBSLEDS. IT WAS THE BIGGEST THING IN SOUTH BEND EVEN THEN - A REAL INDUSTRIAL GIANT. ITS WAGONS HAD ROLLED THROUGH THE BATTLE OF GETTYSBURG AND ITS PRODUCTS WERE NOW WINNING PRAISE ALL OVER THE MAP.


1874
THEN CAME DISASTER WHEN FIRE STRUCK IN 1872 AND AGAIN IN 1874, LEAVING TWO-THIRDS OF THE FACTORY IN RUINS. IT LOOKED LIKE STUDEBAKER WAS FINISHED. THE EMPLOYEES LOYALLY ROUNDED UP ALL THE FUNDS THEY COULD AND OFFERED THE MONEY TO THE MANAGEMENT. BUT STUDEBAKER WAS ABLE TO GET BACKING FROM REGULAR SOURCES AND THEY REBUILT.
1876
AND WHAT A COMEBACK THEY MADE. FROM THE SMOLDERING ASHES ROSE THE WORLD'S LARGEST WAGON WORKS. IT COVERED 26 ACRES. A VEHICLE WAS BEING TURNED OUT EVERY SEVEN MINUTES.
1889
STUDEBAKER WAGONS AND CARRIAGES WERE BEING SOLD IN THE 39 STATES AND IN MANY FOREIGN COUNTRIES. PRESIDENT HARRISON USED ONE FOR HIS STATE CARRIAGE, AS DID PRESIDENT McKINLEY LATER. SIDE BY SIDE, STUDEBAKER AND SOUTH BEND WERE BOOMING.

TAKE A LOOK AT A COUPLE OF ADS USED IN THOSE DAYS. THEY SPEAK FOR THEMSELVES.
THE CELEBRATED
DEBAKER WAGON
Teamsters, there are Nine Reasons why you hould Buy the above Wagon.
ade of the best selected INDIANA TIMBER
ade by first class Mechanics.
running Wagon in the Market.
rable Wagon in the Market.
form Wagon in the Market
on in which the SLOPE SHOULDER SPOKE is used, hence
d, which is actually the foundation of the wagon and should
y persons buying
only by responsible parties, and every wagon warranted to
e invariably preferred by Freighters
ast. Studebaker Brothers are practical workmen, attend to
and do not entrust it to the Foreman, as is generally the
nce the superiority of their work over all others.
NOTICE RAIL CROSSING
STUDEBAKER WAGON
THE SECRET OF THE STRENGTH OF THE
Studebaker Wagon
LIES IN THE SCIENTIFIC CURING OF THE TIMBER EMPLOYED IN ITS CONSTRUCTION



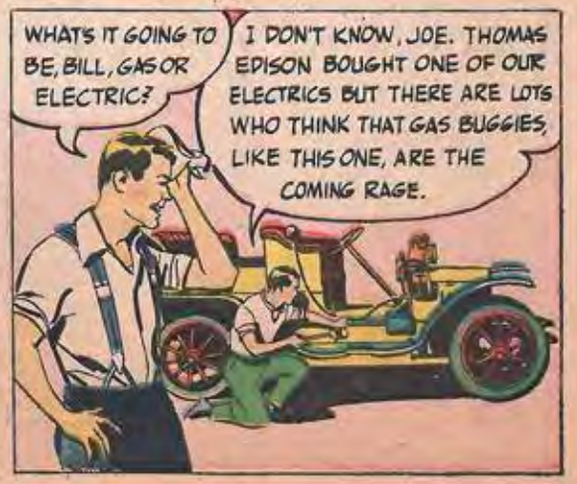
"I WAS JUST A KID OF SEVEN, BUT LIKE EVERY OTHER YOUNGSTER IN SOUTH BEND, I WAS BORN KNOWING THAT OUR TOWN AND STUDEBAKER FORMED A KIND OF PARTNERSHIP, EACH RESPECTING AND COUNTING ON THE OTHER."

"I REMEMBER WELL ANOTHER DAY A COUPLE OF YEARS LATER JUST AFTER THE SPANISH-AMERICAN WAR HAD STARTED IN 1898."

1904

"I WAS 15 WHEN I STARTED TO WORK AT STUDEBAKER. AND WAS I PROUD! OF COURSE WAGONS AND CARRIAGES WERE STILL THE BIG THING."

"BUT THE FIRST SIGNS OF THE BIG CHANGE-OVER WERE SHOWING..."



1908

"DURING THE NEXT FEW YEARS STUDEBAKER WAS EXPERIMENTING WITH AN ELECTRIC WAGON, AS IT WAS CALLED. AND IN 1908 I STARTED DOING A LITTLE SPARKING ON MY OWN."

"I MET MARTHA AT A COMPANY PICNIC. SHE WAS THE DAUGHTER OF MY FOREMAN."

"WE FELL IN LOVE. AND IN 1910 WE WERE MARRIED. JUST ABOUT EVERYBODY IN THE SHOP CAME."

"THAT SAME YEAR THE COMPANY TURNED OUT THE LARGEST ORDER OF ELECTRIC TRUCKS EVER TAKEN IN THE INDUSTRY."

1911

"IT WAS NO FLASH IN THE PAN. BY THE END OF THE YEAR OUR AUTO BUSINESS WAS MORE THAN THREE TIMES OUR WAGON WORK. THERE WERE 9148 OF US WORKING AT STUDEBAKER, AND WE WERE EARNING AN AVERAGE OF 31¢ AN HOUR."

"I WAS SAVING EVERY NICKEL I COULD AND FOR A VERY GOOD REASON."

"SOUTH BEND NOW HAD 2 FINE HOSPITALS-WHERE THERE HAD BEEN NONE IN MY DAD'S DAY. I WAS ESPECIALLY GLAD OF THE HOSPITAL CARE A FEW MONTHS LATER."

"WE STOPPED MAKING ELECTRICS IN 1912 IN FAVOR OF THE GASOLINE CAR. A YEAR AFTER THE NEW DETROIT PLANT OPENED. THERE WERE 8,000 MEN EMPLOYED AND THE COMPANY WAS DOING ABOUT $40,000,000 A YEAR."

"SOUTH BEND WAS MOVING RIGHT ALONG. OLD TIMERS SAID THEY COULD SCARCELY BELIEVE THE CHANGES."

IN THE 60 YEARS FROM 1852 TO 1912

- THE TOWN HAD GROWN FROM 1620 PEOPLE TO 60,000.
- WHERE ONLY ONE SCHOOL HAD BEEN NEEDED THEN—NOW THERE WERE 31.
- WE HAD NO HOSPITALS OR PARKS IN 1852—IN 1912 WE HAD TWO UP-TO-DATE HOSPITALS AND MORE THAN A 190 ACRES OF PARKS.

"THE TOWN AND STUDEBAKER HAD CERTAINLY HAD A SUCCESSFUL PARTNERSHIP."

"THEN IN 1914 WAR BUSINESS BEGAN COMING TO THE PLANT FROM OVERSEAS."

"BUT NOT MANY OF US WORRIED ABOUT THAT. WE WERE TOO BUSY. BY 1916 EMPLOYMENT HAD JUMPED TO 12,509 AND THE HOURLY RATE TO 44¢."

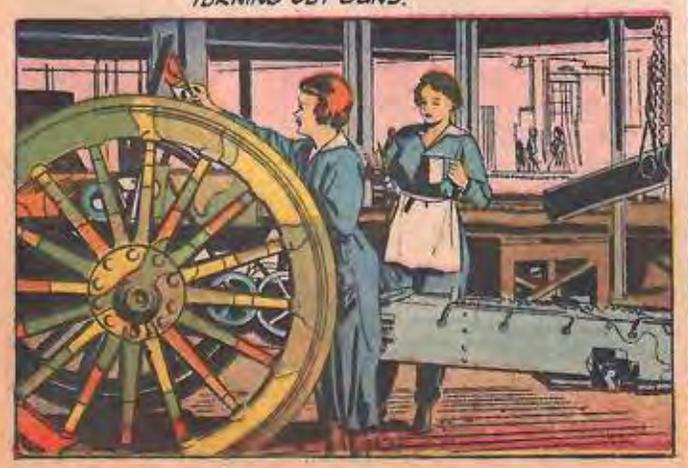
1917

"I WAS IN THE STATE MILITIA AND WE HAD FUN PLAYING SOLDIER. BUT IT WASN'T FUNNY WHEN OUR UNIT WAS CALLED UP FOR ACTIVE SERVICE."

"I NEVER COULD FORGET SOUTH BEND FOR LONG WHILE I WAS IN FRANCE."

"BUT I GOT MY BIGGEST THRILL WHEN...

"MARTHA'S LETTERS TOLD ABOUT A BIG CHANGE IN THE PLANT,—WOMEN WERE WORKING THERE AND TURNING OUT GUNS."



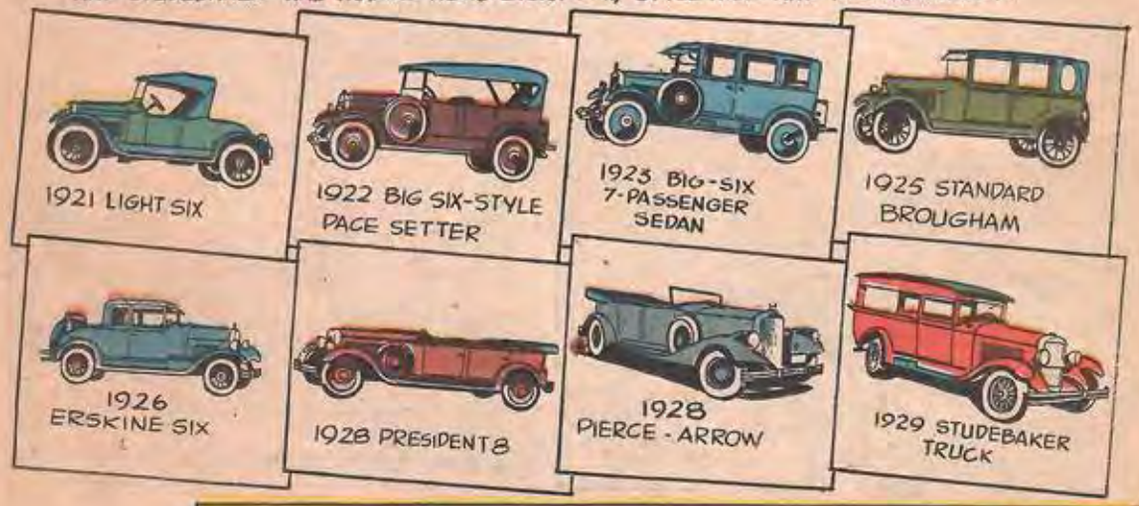
"FINALLY THE SHOOTING STOPPED AND WE WERE HEADING HOME."

"IT WAS GOOD TO GET BACK TO MARTHA AND BOB. AND IT WAS GOOD TO GET BACK TO WORK AT STUDEBAKER".

1920

"STUDEBAKER HAD SOLD 42,357 CARS IN 1917. THIS WAS UPPED TO 51,474 IN 1920. AND THIS YEAR SAW THE LAST OF AN ERA."

"THERE WERE PLENTY OF OTHER CHANGES AHEAD. CARS CAME INTO THEIR OWN IN THE TWENTIES AND STUDEBAKER WAS MAKING NEWS EVERY DAY, STYLEWISE AND MECHANICALLY."



"AND THE LIST OF IMPROVEMENTS PIONEERED BY STUDEBAKER WAS AS LONG AS YOUR ARM."

YES, THOSE WERE BIG DAYS IN SOUTH BEND. IN 1923 EMPLOYMENT HAD RISEN TO 17,097 AND THE HOURLY RATE TO 87¢. IN 1926 THE FIRST GROUP INSURANCE PLAN BEGAN TO OPERATE, PROVIDING DEATH BENEFITS, PERMANENT TOTAL DISABILITY BENEFITS AND ACCIDENT AND SICKNESS BENEFITS.

1928

"MARTHA AND BOB AND I WERE HAPPY. WE MOVED INTO A NEW HOUSE IN 1928. BOB WAS 17 AND THROUGH HIGH SCHOOL. HE AND THE TOWN AND THE PLANT WERE GROWING TOGETHER. THERE WERE 20,000 WORKING AT STUDEBAKER NOW AND THE POPULATION OF SOUTH BEND HAD ZOOMED TO 85,500."

"THE COMPANY HAD ALWAYS ENCOURAGED FATHERS TO BRING THEIR SONS INTO THE WORK AND BOB ATE UP THE THREE YEAR EXTENSIVE PLANT TRAINING PROGRAM."

"BY THE END OF HIS APPRENTICESHIP BOB WAS A SKILLED STEADY WORKER—A STUDEBAKER MAN. AN ATHLETIC ASSOCIATION HAD BEEN STARTED FOR EMPLOYEES OF SOUTH BEND FACTORIES. BOB STARRED ON THE BALL TEAM AND HE AND I SANG IN THE MALE CHORUS."

"MARTHA AND I TOOK IN THE BIG CITY-WIDE CHARITY BALLS GIVEN BY THE MARY-ANN CLUB, THE STUDEBAKER WOMEN WORKERS ORGANIZATION.

"HELEN FLOYD WAS A PRETTY LITTLE BRUNETTE WHO WORKED IN THE ACCOUNTING DEPARTMENT. BOB WAS MORE THAN JUST INTERESTED IN HER— AS WE SOON FOUND OUT."

1933

"ALL BUSINESS HAD BEEN HIT HARD BY THE DEPRESSION FOLLOWING THE 1929 CRASH AND IN 1933 A RUMOR STARTED GOING AROUND —A RUMOR THAT ALMOST CAME TRUE."

"WELL, PLENTY HAPPENED AND OUR TOWN DID ITSELF PROUD. WE HAD THE BIGGEST PARADE YOU EVER SAW TO SHOW WE HAD FAITH IN STUDEBAKER. GOVERNOR. McNUTT LED IT."

"AND FATHER JOHN W. CAVANAUGH FROM NOTRE DAME GAVE US ALL A REAL BOOST."

"THE FATHER WAS AS GOOD AS HIS WORD."

"WHAT A THRILL WE GOT WHEN IT TURNED OUT THAT SOUTH BENDERS WERE SETTING NEW BUYING RECORDS FOR THE HOME-TOWN PRODUCTS."

"BUT ONE OF THE BRIGHTEST SPOTS WAS WHEN BOB'S AND HELEN'S SON WAS BORN. LITTLE TOMMY WAS THE LAST WORD IN BABIES."

1937 MARKED THE COMPANY'S 85th ANNIVERSARY.

"WITH EMPLOYMENT AT 6,234 AND THE HOURLY RATE AT 96¢ THE FIRST UNION CONTRACT WAS ENTERED INTO IN 1937. FRIENDLY RELATIONS BETWEEN MANAGEMENT AND LABOR AND A MUTUAL REGARD FOR EACH OTHER'S INTEREST HAVE CHARACTERIZED THEIR RELATIONSHIPS EVER SINCE."

"REMEMBER THE HEADLINES WE MADE IN 1939 WITH OUR NEW CAR?"

"WE WERE ON OUR WAY AGAIN. POPULATION UP NEARLY 20,000 IN LESS THAN TWELVE YEARS... NEW SCHOOLS... MORE PARKS... THE BAD DAYS WERE BECOMING ONLY A MEMORY."

1942

"BUT WE HAD TO FORGET ABOUT NEW MODELS SOON ENOUGH. RIGHT AFTER PEARL HARBOR WE TOOLED UP FOR TOTAL WAR PRODUCTION AND EARLY IN '42..."

"BOB WAS IN THE NATIONAL GUARD AND HE WAS SHIPPED OUT FAST."

"BOB'S LETTERS TOLD A STORY THAT MADE US BACK AT HOME WORK EVEN HARDER. AND WE ROLLED OUT THE STUFF. BY THE END OF THE WAR WE'D MADE..."

"VICTORY WAS IN THE AIR IN THE SPRING OF '45. AND THEN THE TELEGRAM WITH THE STAR CAME SAYING THAT BOB HAD BEEN KILLED."

"THE BOTTOM FELL OUT OF EVERYTHING. BUT SOME HOW I KEPT ON WORKING. TO MAKE MATTERS WORSE, HELEN DECIDED TO MOVE BACK WITH HER FOLKS IN CALIFORNIA, WE HATED TO SEE THEM GO.

"THE WAR WAS AS GOOD AS OVER AND ALREADY PLANS WERE GOING AHEAD FOR PEACE PRODUCTION."

"IT WAS TOUGH WHEN THE OTHER BOYS CAME HOME AND BOB DIDN'T-BUT THERE WAS PLENTY TO DO. BY THAT TIME WE WERE TOOLED UP FOR THE '47 JOB."

"WE SURE PACKED A LOT OF PRODUCTION INTO THOSE FIRST POST-WAR YEARS! SEEMED WE'D NEVER CATCH UP WITH THE DEMAND FOR NEW CARS."

1950

"I NEVER EXPECTED THAT BY 1950 WE'D BE BACK IN ARMAMENT WORK AGAIN. BUT WE WERE. THIS TIME IT WAS JET ENGINES AND TRUCKS FOR THE KOREA FIGHTING."

"IN 1952 WE HIT OUR 100th ANNIVERSARY"

"MARTHA AND I WENT TO THE BIG 100th ANNIVERSARY PARTY."

ONE HUNDRED YEARS OF LIVING TOGETHER, WORKING TOGETHER, GROWING TOGETHER.

"SOME OF THE SPEAKERS SAID IT MUCH BETTER THAN I CAN..."

I AM RESPONDING TO THE MANY FINE THINGS THAT HAVE BEEN SAID ABOUT STUDEBAKER... NOT AS AN INDIVIDUAL, NOT AS AN OFFICER... BUT FOR ALL THE MEN AND WOMEN WHO MAKE UP THE ORGANIZATION... ALL ARE IMPORTANT AND NECESSARY...

Harold S. Vance
PRESIDENT AND CHAIRMAN OF STUDEBAKER CORP.

...THE GREATEST NATURAL RESOURCE OF ANY COMPANY IS ITS PEOPLE. STUDEBAKER MANAGEMENT HAS CONSIDERED ITSELF IN THE POSITION OF A TRUSTEE, NOT ALONE OF THE DOLLAR, OR OF THE STOCKHOLDERS, BUT OF THE ABILITIES OF THE WORKERS AND OF THOSE IN MANAGEMENT.

Paul G. Hoffman
FORMER COMPANY PRESIDENT

STUDEBAKER HAS DEMONSTRATED THAT FREE WORKERS AND FREE MANAGEMENT, DEDICATING THEIR ENERGY AND THEIR COMMON EFFORT... CAN CREATE THE ECONOMIC RESOURCES OUT OF WHICH A FULLER... LIFE FOR THE GREAT MASS OF PEOPLE WILL BE POSSIBLE

Walter P. Reuther
PRESIDENT OF UNITED AUTO WORKERS.

...THE CHURNING ENERGY OF THE STUDEBAKERS PROPELLED OUR CITY TO INDELIBLE WORLD FAME.

John A. Scott
MAYOR OF SOUTH BEND.

HELEN WROTE OFTEN AND SHE SENT PHOTOS, TOO. TOMMY WAS GROWN UP HE WAS THROUGH COLLEGE AND HAD BEGUN HIS MILITARY TRAINING.

HE'S IN THE ARMY.

US MAIL

"ANOTHER YEAR SLIPPED BY AND MY RETIREMENT WAS ALMOST ON ME."

WELL, SOON YOU WON'T HAVE TO BOTHER ABOUT PACKING MY LUNCH MARTHA. I'LL BET YOU'LL HATE HAVING ME UNDERFOOT ALL DAY LONG.

DON'T WORRY, JOE POWELL. I'LL FIND PLENTY OF WORK FOR YOU.

1954

"THE STUDEBAKER RETIREMENT PROGRAM WAS A GOOD ONE. I HAD CERTAINLY SERVED LONG ENOUGH TO GET FULL PENSION PRIVILEGES. IT GAVE ME A FEELING OF SECURITY.

LET ME SEE NOW. HOW MUCH CAN I COUNT ON.

YOUR STUDEBAKER RETIREMENT PLAN

"ONE DAY WE GOT THE SURPRISE OF OUR LIVES WHEN TOMMY DROPPED IN UNEXPECTEDLY. HE WAS OUT OF THE ARMY AND ON HIS WAY HOME FROM EUROPE."

TOMMY!

HELLO, GRANDMOTHER. HELLO, GRANDFATHER.

"HAVING TOMMY WITH US... WELL I WON'T DENY THAT I STARTED TO DO A LITTLE WISHFUL THINKING. I MEAN THAT TOMMY WOULD TAKE A JOB AT STUDEBAKER."

WHAT'RE YOUR PLANS, BOY? WHAT DO YOU INTEND TO DO?

I'VE GOT THAT ALL FIGURED OUT, GRANDFATHER.

"I SHOULD'VE KNOWN THAT HE WOULDN'T BE INTERESTED AND HAD ALREADY MADE UP HIS MIND ABOUT HIS FUTURE. BUT I TOOK HIM ON A VISIT TO THE PLANT ANYWAY."

DAD USED TO TELL ME ABOUT THE FIRST TIME YOU SHOWED HIM THE SHOP.

I REMEMBER THE DAY WELL, TOMMY. AND I REMEMBER, TOO, WHEN MY FATHER SHOWED ME.

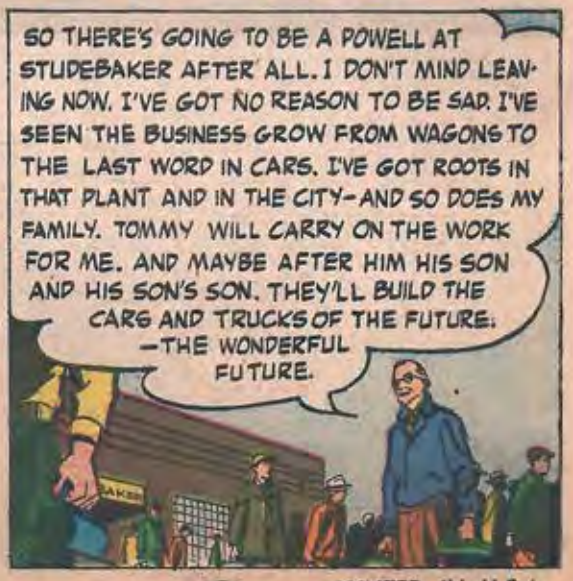
"I LET HIM SEE EVERYTHING INCLUDING THE WAR MEMORIAL."

MEMORIAL

TOMORROW TOMMY'S HEADING FOR CALIFORNIA. AND TOMORROW THE POWELL NAME WILL BE GONE FROM STUDEBAKER WHEN I LEAVE FOR GOOD.

HEY, JOE! TIME FOR LUNCH.

SO IT IS. WELL, I'VE TOLD YOU JUST ABOUT EVERYTHING I KNOW.



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